

WISCONSIN DEPARTMENT OF ADMINISTRATION  
*WORKING TOGETHER TOWARD PROCESS EXCELLENCE*



## Project Charter

**Project Name:** Lean Government/Process Redesign Initiative (LGPRI)

**Executive Sponsor:** Office of the Secretary

Mike Huebsch, Secretary

Chris Schoenherr, Deputy Secretary

**Project Leader:** Suzanne Hock, Lean Government, Process Redesign Specialist

**Key Stakeholders:**

Governor, Cabinet and Non-Cabinet Agencies, DOA Divisions, DOA Staff

**Organization:** DOA and its Divisions

**Document Last Updated:** December 10, 2013

**Project Overview:** (History and Business Case)

On May 2, 2012, the Governor issued Executive Order #66 which establishes the Wisconsin Lean Government Initiative and directs that DOA implement a “Lean Government” initiative. In addition, work done by the Waste, Fraud and Abuse Commission in 2011/12 and the drive for outstanding stewardship to maximize value to state taxpayers also provides an impetus for the DOA LGPRI. There is an understanding of the need to take a fundamental look at how DOA, as the flagship administrative agency for the State of Wisconsin, delivers services to its customers and develop new models for our work. In light of potential technological changes and a strong desire to make state government operate more efficiently, it makes sense at this time to embrace a major review of our administrative and business processes and service delivery across DOA.

Current administrative processes and practices vary considerably within DOA and across state agencies. There is a general belief that these processes are overly bureaucratic and inefficient. There is a need to standardize, streamline, and automate our processes. In addition, DOA and other state agencies will seek to implement an enterprise-wide automated ERP system. This system requires standardization and significant retraining efforts in order to accomplish its intent.

There is recognition that business practices need to be designed at the “local” level for everyday users. Standardization will bring about streamlined processes which will be easier to use.

**Vision:** LGPRI will engage DOA in an inclusive and transparent way so that stakeholders are involved in the recommendations for change and successful implementation of models for improved service delivery.

**Guiding Principles:** The following principles will guide the LGPRI:

- **Customer Service:** Providing high levels of customer services is essential
- **Engage:** Proactively engage / involve DOA staff in the design and implementation of LGPRI
- **Value:** Recognize and respect the expertise, value and contributions of DOA staff
- **Streamline:** Find ways to streamline and simplify DOA business processes
- **Standardize:** Work toward department-wide standardization of administrative processes
- **Collaborate:** Look for opportunities to work collaboratively
- **Improve:** Focus on improving quality and timeliness of administrative services within existing budgets
- **Leverage:** Leverage technology to meet business needs
- **Communicate:** Communicate frequently and effectively throughout the project
- **Change:** Value the past and the present while building a solid foundation for the future

### **Project Goals:**

Identify key administrative processes and business practices which can be streamlined, standardized, simplified and automated to make work more efficient and improve service delivery. Design and implement new processes and applications to ensure work standardizations.

Prioritize projects to achieve early success then identify and address projects with highest potential savings.

Develop staffing models to support the recommendations for processes and system changes based on best practices, department needs, and data analysis.

Engage the DOA in an inclusive and transparent project so all stakeholders are involved in the recommendations for change and prepared to successfully implement the agreed upon best business practices and recommended models for improved service delivery.

### **Project Deliverables:**

1. Identify processes which suffer from repeated customer complaints; reduce complaints by a significant number.
2. Identify processes that most impact staff and customers and for which improvement would have a dramatic positive effect on operations.
3. Produce reliable data which enables DOA and its Divisions to track improvements and sustain lean efforts.
4. Redesign processes so that workloads are reduced, customers are satisfied and work products are streamlined.
5. Focus on processes that do not require statute or rule changes in order to effect improvements.

6. Demonstrate collaboration in the process redesign initiative and a willingness to share insights about DOA's LGPRI.

7. Identify and provide training, skill building, certification and opportunities to showcase accomplishments.

Title	Who	Roles / Responsibilities
Executive Sponsor	Office of the Secretary – Deputy Secretary Schoenherr	Serve as ultimate decision maker for project budget, timeline, and scope.
Administrators	Division Administrators	Commit to and champion the project, modeling the expected changes. Provide direction and oversight to the project teams, selecting redesign projects, addressing issues and identifying decision points.
Project Leader	Suzanne Hock	Oversee and lead the project. Responsible for assuring that project deliverables are completed.
LGPRI Redesign Projects	Redesign Team Members	Redesign selected division processes adhering to the LGPRI principles and practices including responsibility for metrics. (See individual team charters)
LGPRI Redesign Team Leaders	Designated Staff in Divisions	Serve as a team leader directing the work of the redesign team and keeping the project on schedule; Serve as the steward for processes redesigned as a result of the work of redesign teams. Assist with the measurement of process improvements in the control phase.